

IMCC Kaizen

The “Kaizenators”

September 8-12, 2008

Iowa Medical & Classification Center

Why did we do this?

The Kaizenators Team

Team Members

- Chad Oeltjen
- Kerri Freidhof
- Carolyn Scheer, 6th JD PPO Supervisor/PSI
- Patsy Bozarth
- Alicia Bream
- Steve Koffron
- Pauline Ketelsen
- Mike Simons, Jefferson County Jail Administrator/ISSDA Jails Committee
- Diana Wenner
- Leanne Eichinger
- Deb Bellmer
- Mark Freitag
- Kathy Birky, NCF/RVP/CRC Correctional Counselor/Receiving Institution Rep
- Howard White
- Tamia Salviati
- Larry Hingtgen
- Kyle Parks
- James Felker
- Joy Cook
- Becky Gray, MPCF Nursing Supervisor/Receiving Institution Rep

Scope

- This event will address the Reception Process from the time the offender steps out of the vehicle upon arrival at IMCC until the offender steps into the vehicle to leave IMCC. (Includes all offenders involved in any part of the reception process with the exception of transfers.)

Objectives

- Decrease the number of days at IMCC between start and end of this process, with all work completed. (30 days or less)
- Improve communication between internal departments as it relates to reception offenders.
- Reduce amount of redundancy to improve flow.
- Gain clarity on the time-frames within which each department has access to offenders.
- Reduce the number of trips (and “false” trips) offenders take to each area within the institution to complete the reception process.
- Standardize and synchronize the amount of time it takes to approve reception offenders to leave the intake (F) unit – will need establish this time-frame in the event.
- Look at flexibility of roles to support better flow.
- Increase the level of understanding of each other’s roles/functions.

Objectives-continued

- Improve efficiency of existing staff by improving flow and removing waste.
- Improve communication between internal departments as it relates to reception offenders.
- Ensure we utilize the tools we have most effectively.
- Are customers satisfied with the offenders we are sending them to meet their needs?

Goals

- Reduce lead time to 30 days. (Once we have data, write as a performance outcome measure – i.e., reduce lead time by ____% or from ____? to ____?)
- Improve “quality” - i.e., 100% of task completion, etc. (Team needs to further clarify what “quality” means through pre-work as noted below.)
- Establish a plan of accountability.

Goals

- Reduce the number of complaints from customer by 50%.
- Establish a tracking mechanism for complaints.
- Develop a flagging system to identify offenders to be re-classified for another institution.

Kaizen Methodology

- Clear objectives
- Team process
- Tight focus on time
- Quick & simple
- Necessary resources immediately available
- Immediate results (new process designed by end of week)
- 5S “mindset”, use the steps to support the event activities

Current Process



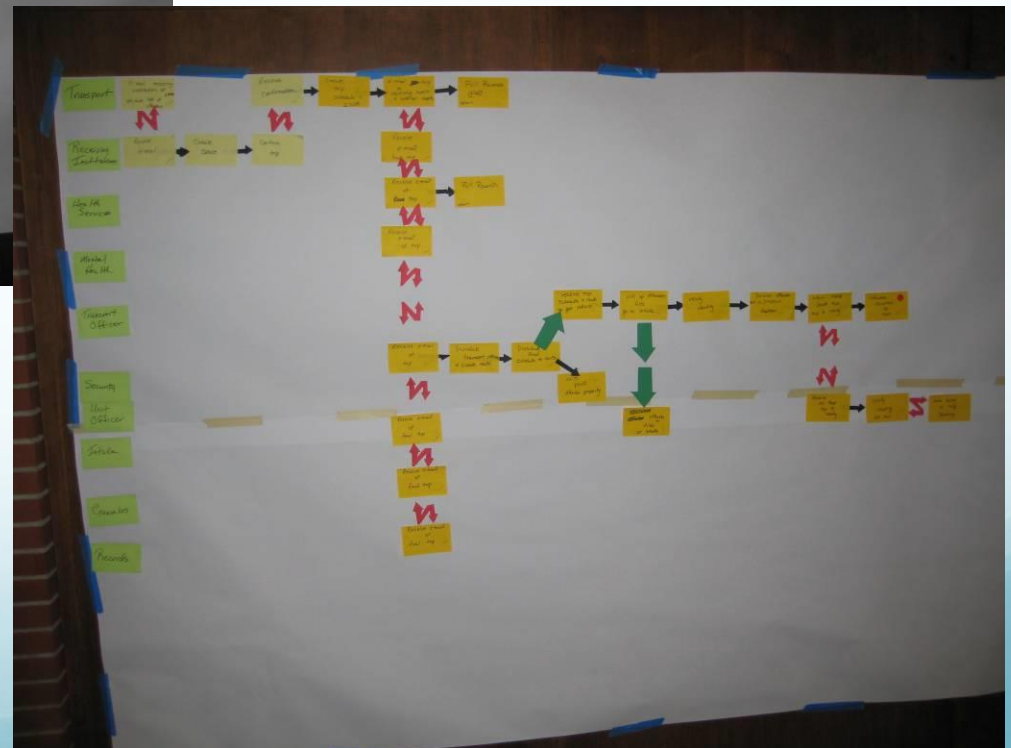
Brainstorming

- New and improved ideas
- Common themes

Results

	Old process	New process	% of change	
# steps				
# handoffs				

New Process



Key Improvements

- Training
- Mental Health
- Required intake documents
- Training the Jails/Sheriffs
- Flexible scheduling
- Standardized forms
- Checklist on computer system

Training (triage scheduling)

- Set standards (complete, accurate database that will follow the offender along their process)
- Is the screen accurate
- Explain confidentiality and look for previous info.
- Medications brought to HS
- Medication info put in computer and major health problems
- Educate

Mental Health

- Prior records
- Jail sheet
- Medication review
- Ask offender
- Behavioral observations
- Suicidal now
- Follow up
- Assess for withdrawal from meds/illicit drugs
Seizure precautions

Health Screen

- Substance abuse screen
- Acute health problems
- Offer hepatitis a and b
- 3 E's (Explore, Expand and Educate)

Required intake documents

- Sentencing order
- Revocation order
- Procedendo
- Work release/parole violator
- Jail Credit
- Exit Health Status report
- Medication list
- Actual medications
- PREA
- County Jail booking sheet
- Disciplinary/Behavior report

Training the Jails/Sherriff

- Send letters with what we want or we can't take them
- Daily admission cap
- Packet to train
- Pick a trainer
- Major distributors first
- Tracking for further training-who is not using the rules
- Courtesy pick ups must be scheduled in advance
- Meet with Sherriff's Assoc. in December

Flexible scheduling

- Nursing
 - Same coverage but shifts switch duties (hlth screens-day)
- Dental
 - Coverage until 5:00 p.m.
 - Run more like a community dental clinic
- Lab
 - Coverage until 5:00 p.m.
 - Shifts-7-3:30 and 8:30-5
- Physicians
 - Coverage until 10:00 p.m.
- Pharmacy
 - Coverage 6:00 a.m. to 8:00 p.m.

Standardized Forms

- Drug screen
- Rule books
- Counselor form

Checklist on Computer system

- Intake
- Finger Print
- Health Services
- Testing
- Counseling
- QA
- Offender Services
- Transportation

Homework

Item	Item Description	Person Responsible	Due Date
1	Make packets for customer visits	Patsy	9/18
2	Set up meetings for customer visits (top 6)	Mike S.	9/23 and 12/8
3	Transportation communication letter and game plan	Diana	9/12
4	ICON checklist feasibility	Steve	9/15
5	Letter to all Sheriff offices	Patsy	9/18
6	Notify mental health director of changes in mental health procedures	Leanne	9/11

Homework

Item	Item Description	Person Responsible	Due Date
7	Create distribution list for mental health placement and movement	Leanne	9/25
8	Change person and procedure to collect mental health data	Leanne	10/10
9	Initial Training on health screen	Alicia	9/17
10	Mental health component on health screen	Leanne	10/1
11	Notify Dental of hour changes	Joy	9/15
12	Talk to Jan Drury about lab scheduling	Joy	9/15

Homework

Item	Item Description	Person Responsible	Due Date
	Talk to Dr. O'Brien about pharmacy hours and physician hours	Joy	9/15
	Create customer satisfaction survey for mental health receiving institutions	Leanne	9/11
	Distribute customer satisfaction survey for mental health	Leanne	10/10
	Approval for F Unit packets	Howard	9/25



Homework

Item	Item Description	Person Responsible	Due Date
17	Create a customer satisfaction survey for receiving institutions for reception offenders	Jim	10/10
18	Policy change highlights	Joy	9/18
19	Procedure change highlights	Joy	9/18
20	Expectations to counselors	Larry	9/15
21	ICON medical access for counselors	Steve	9/18

Homework

Item	Item Description	Person Responsible	Due Date
17	Middle-management support the new process implementation		
18	Training current employees of intake process		
19	Training future employees of intake process		
20	Performance expectations		
21	Learn process from Ashley	De b	9/19

Team Member's Experience

Becky Gray, Kerri Freidhof, Patsy Bozarth, Mike Simons

Comments

Jim Scott
TBM

Questions?

We welcome your questions and comments!